



TAMKEEN Increased Participation by Palestine Civil Society Organizations in Public Decision-Making and Government Oversight

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TAMKEEN Quarterly Progress Report: Fourth Quarter 2004

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TAMKEEN QUARTERLY PROGRESS REPORT Fourth Quarter 2004



TAMKEEN

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ACRONYMS

APS	Annual Program Statement
ATC	Anti-Terrorism Certificate
CLIN	Contract Line Item Number
CSO	Civil Society Organization
CSS	Civil Society Specialist
D&G	Democracy and Governance
FOG	Fixed-Obligation Grant
IQC	Indefinite Quantity Contract
IR	Intermediate Result
IT	Information Technology
NGO	Non-Governmental Organization
PLC	Palestinian Legislative Council
PMP	Performance Monitoring Plan
PONAT	Participatory Organizational Needs Assessment Tool
USAID	United States Agency for International Development

Executive Summary

This quarterly progress report for the USAID-funded Tamkeen project covers the period from October 1 to December 31, 2004. Tamkeen's primary objective is to help Palestinian civil society organizations (CSOs) increase their voice in public discourse and preserve the critical "space" occupied by Palestinian CSOs, placing them at the center of public discourse.

In a major effort, Tamkeen issued 12 small grants to support CSO voter education efforts related to the first rounds of municipal elections in the West Bank (on December 23) and Gaza Strip (on January 27), as well as the presidential vote (on January 9). We also trained more than 100 CSO representatives how to mount an observation campaign and train other non-partisan observers. These participants, in turn, trained more than 1,000 other volunteers and CSO staff members. We will continue to support the role of CSOs in the election process under our 2005 work plan. With the addition of election observation training, our capacity-building efforts exceeded work plan expectations for the year.

Tamkeen's grants program moved ahead on schedule, recovering from slight shortfalls at the beginning of the year. We issued 10 new simplified and 30 fixed-obligation grants (FOGs) to strengthen the role of CSOs in public discourse, including the election process. The value of grants issued in 2004, \$5.6 million, is the project's highest-ever one-year total, despite obstacles encountered with the USAID-mandated anti-terrorism certificate, continued political uncertainty, and several major incursions and closures, particularly in the Gaza Strip. If the Tamkeen Grants Committee approves the eight simplified grants currently being finalized in response to 2004 solicitations, the total value of grants issued by the project since its inception will rise to just more than \$16 million in the first quarter of 2005—98 percent of total funds allocated by USAID for grants over the life of the project.

On the management side of grant-making, Tamkeen continued its extensive audit and capacity assessment program, which is working to enhance the transparency, internal control and governance, as well as the financial and management functions of our partner CSOs by emphasizing greater compliance with Generally Accepted Accounting Practices and relevant USAID and U.S. government rules and regulations.

As noted earlier, our capacity-building program moved beyond work plan expectations with the introduction of the training-of-trainers program in election observation. This did not mean that other capacity-building tasks ground to a halt. On the contrary, we worked with the Palestinian Training Best Practices Committee to successfully implement the fourth module of the advanced training best practices program for West Bank participants, and the third and fourth modules for Gaza participants in Cairo, Egypt. Unfortunately, because Israeli authorities have not reopened the Rafah crossing in the aftermath of a mid-December bombing, the participants have been stuck in Cairo, and then Amman, Jordan, for more than five weeks at the time of writing. USAID, the U.S. Embassy, and Tamkeen are all working tirelessly to secure permits for the seven remaining participants to return home. Other capacity-building tasks included one-day finance and administrative system workshops in the West Bank and Gaza Strip, and an accounting workshop for Gaza CSOs.

On the communications front, Tamkeen stepped up efforts to generate high-quality success stories using material supplied by our team of civil society specialists (CSSs) and updating

the project's website accordingly. In addition, we organized two workshops that brought together 34 representatives from 21 CSOs working on the media aspects of their organizations. It is worth noting that these were highly appreciated by the participants, particularly representatives from the northern West Bank where such opportunities are not readily available to them.

In the results monitoring area, Tamkeen started conducting an impact assessment of the civic education programs of its partner CSOs. Due to difficulties in recruiting qualified local field researchers, we were forced to postpone work on the study until the first quarter of 2005.

Finally, Tamkeen successfully completed a highly structured, participatory work-planning process during the quarter. Building on an initial brainstorming discussion conducted during the October retreat, the chief of party and senior management led discussions with their teams, taking stock of the project's achievements and shortcomings, as well as opportunities for next year based on an extensive consultative process with 51 partner CSOs and key donor representatives.

The project's USAID cognizant technical officer and home-office team were also consulted and briefed on the work plan. As a result, the entire Tamkeen team, Chemonics home office, and USAID were able to participate and contribute to the work-planning process, which is expected to increase ownership of the plan by the team and enhance its potential for success. The final draft of the plan will be delivered to USAID for review and approval on January 20, 2005.

SECTION I

Supporting the Role of Palestinian CSOs in Public Discourse

Tamkeen is operating under its USAID-approved 2004 work plan. For capacity-building initiatives, the project met its targets for the fourth quarter of 2004, with some adjustments to account for the impact of the increasingly difficult political and security environment. For grant-making, Tamkeen is close to meeting its targets for the year, after a slight downturn reflecting the continued impact of the USAID-mandated Anti-Terrorism Certificate (ATC). An update on the impact of the ATC and Tamkeen's response is included in Section II.

This section briefly presents the vision guiding our efforts, as expressed in the 2004 work plan. It also reviews the assumptions and constraints under which the project operated during the quarter, focusing on the continued impact of Israeli-imposed closures and travel restrictions. The sections that follow provide a detailed account of all of Tamkeen activities and achievements during the quarter.

A. Tamkeen's Vision

As stated in the 2004 work plan, Tamkeen's vision is to ensure "increased participation of Palestinian civil society organizations (CSOs) in public discourse...and to contribute to preserving the critical 'space' occupied by Palestinian CSOs, placing them at the heart of the communication nexus between citizens and their public representatives at the local and national levels."

Accordingly, Tamkeen has continued programs that support Palestinian CSOs implementing activities that contribute to USAID's Strategic Objective 3 ("more responsive and accountable governance"), intermediate result (IR) 3.1 ("increased participation of CSOs in public decision making and government oversight"), and the following sub-IRs:

- Increased capacity of CSOs to participate in public discourse
- CSOs effectively aggregate and articulate citizen issues
- CSOs effectively disseminate information to citizens on public issues

The continuing relevance of this vision to Tamkeen's operations is discussed extensively in our 2005 work plan.

B. Working Environment: Success Against Adversity

Since its inception, Tamkeen has operated in a complex, politically charged, and constantly changing environment. We have been able to overcome many of these constraints by decentralizing operations, using information technology such as videoconference links, and maintaining clear, constant, and transparent communication channels with all stakeholders, particularly USAID, the Palestinian CSO community, and key donors.

Tamkeen is close to meeting its original targets for grant-making, a substantial achievement considering the adverse conditions facing the project, including curfews, closures, incursions, political instability, and travel restrictions. Accordingly, a fair assessment of progress made during this quarter should be made within the context of several factors that affect our working

environment. The paragraphs that follow review developments in the four external areas of central concern to the project.

B1. Social and Economic Hardship

Social and economic conditions in Palestine continued to deteriorate in the fourth quarter due to Israeli closures, incursions, and travel restrictions on Palestinian and/or expatriate staff. These actions have exacerbated the demand for basic social and economic services.

The southern and northern areas of the Gaza Strip (Rafah, Khan Younis, Beit Hanoun, Jabalia, and Beit Lahia) were particularly affected by long and severe Israeli army incursions. During the quarter, the entire Gaza Strip was sealed for several weeks, barring travel to or from the Strip for most Gazans, and in certain cases preventing the Palestinian staff of donor-funded projects, including Tamkeen, from entering Gaza as well.

Evidence of the deteriorating conditions is found in various reports and assessments produced by Palestinian and/or international agencies, including several reports issued by the World Bank, as discussed in greater detail in our 2005 work plan.

Tamkeen has addressed the needs of rural and marginalized areas by developing programmatic FOGs for smaller CSOs, allowing them to implement limited and defined projects in those areas. Several small grants of this type were issued during the quarter, and others are being finalized for award in the first quarter of 2005.

The socioeconomic situation underscores the need for continued Tamkeen funding to the Palestinian CSO community. In addition to providing needed services, many CSOs would be unable to survive in the current economic climate if funding were interrupted.

B2. Increasing Political Sensitivity

The USAID-mandated ATC remained the project's most significant challenge throughout the quarter and the year. Controversy surrounding the ATC continued, though slightly less publicized. Furthermore, the introduction of a revised version of the certificate has had little impact on increasing CSO willingness to sign it, although the certificate is seen as improved from a legal point of view.

As explained in detail in previous quarterly progress reports and our 2005 work plan, many CSOs signed the ATC, not because they approve of it, but rather due to the limited availability of non-USAID funding and, more recently, because other donors have instituted similar requirements. At the same time, many other CSOs, including influential ones and previous Tamkeen partners, have refused to sign the certificate as they continue to explore alternatives for receiving USAID support that may not require such certificates.

Another cause of continued sensitivity is the United States' role in shaping and/or forcing reforms in the Arab region in general and in Palestine in particular. This is especially true in the aftermath of the Arafat era and the election of Mahmoud Abbas as the new president of the Palestinian Authority. Because Abbas is considered to have closer ties with the U.S. Administration, his future relationship with the U.S. government will be under close public scrutiny for potentially "pending" to U.S.—and ultimately Israeli—pressure by accepting to take actions traditionally rejected by Arafat. As the major U.S.-funded project focusing on

democratization, reform, and elections assistance to Palestinian CSOs, Tamkeen will inevitably continue to be sensitive to the U.S.-Palestinian political relationship.

B3. Logistical Constraints

The major logistical constraint impacting the project this quarter remained travel restrictions imposed by the Israeli army within and between the West Bank and Gaza Strip. In addition, the USAID order barring U.S. citizens and third-country nationals from entering Gaza continued throughout the reporting period, preventing the project's two expatriate directors and several consultants from entering Gaza to conduct planned capacity-building activities.

At the same time, entry to and exit from Gaza became increasingly difficult for Palestinians, forcing Tamkeen to adjust by postponing training programs, moving them to a third country, or locating Gaza-based trainers. For example, because our international trainer for the training best practices program was not allowed to enter Gaza, Tamkeen moved the training to Cairo. Unfortunately, in the aftermath of a suicide operation at the Rafah crossing, the border was closed, preventing training participants from returning home for the past six weeks.

For Palestinian staff, including the chief of party, the most important issue was military incursions into northern Gaza and a total closure of the Strip, which made travel to and from the area impossible or prohibitively dangerous for most of the quarter. Moreover, some members of our Palestinian team have never been able to receive permits from the Israeli authorities to travel between Gaza and the West Bank, or to move effectively within the West Bank, despite repeated USAID requests.

The project's Jerusalem-based staff experienced the only positive logistical development of the quarter with a moderate improvement in conditions at the DCO/Beit El checkpoint into Ramallah. That being said, some project team members waited one-and-a-half to two hours to cross the checkpoint on several occasions.

Finally, our partner CSOs continued to find it extremely difficult to implement programs outside their localities because trainers and/or facilitators are often unable to cross checkpoints into neighboring towns or experience delays that can last for hours. This includes IT firms, which face delays in delivering computers and other IT equipment due to travel restrictions, particularly when major checkpoints into and out of Gaza are closed.

Despite these challenges, the team's commitment, constantly updated IT solutions, use of satellite offices, and strong relationships with the CSO community enabled Tamkeen to work effectively throughout the reporting period, albeit with less-than-optimal efficiency.

B4. Chronic Uncertainty

As described above, Tamkeen continues to operate in conditions of extreme uncertainty, and to plan accordingly. For nearly all capacity-building programs, we develop multiple scenarios for implementation, depending on conditions on the day of the event. As reported later in this document, Tamkeen has also made significant modifications to its grants program, notably by retargeting solicitations to account for the impact of the ATC. These are only a few areas where the project has exhibited great flexibility and ingenuity over the past year to ensure successful implementation of its work plan.

SECTION II

Alternative Mechanisms for Supporting the Role of CSOs in Public Discourse

A. Integrated Approach

As mentioned in our work plan and quarterly reports for 2004, Tamkeen has strengthened its integrated technical approach, offering a “package of services” encompassing grants, capacity building, and technical assistance. All these activities are driven by the same goal: boosting the capacity of targeted CSOs to participate effectively in public discourse and government oversight. This is done through the collective efforts of the entire Tamkeen team, thus raising the amount and quality of assistance available to partner CSOs. In this section, we assess the project’s cumulative progress toward the goals established in the 2004 work plan, focusing on grant-making, grants management, capacity building, and technical assistance.

B. Program Focus for Year 4

Informed by the findings of two impact assessments conducted in the fall of 2003 and the results of seven consultative meetings with more than 100 CSO leaders as well as Palestinian Legislative Council (PLC) members, government officials, donor agencies, USAID, and influential individuals, Tamkeen focused on three key areas in 2004:

- Support for activities involving youths and children
- Support for activities in rural and marginalized areas
- Renewal of successful projects by current grantees

To achieve these objectives, we have used a combination of grant-making, capacity building, and technical assistance, all of which work to strengthen the overall capacity of Palestinian CSOs, allowing them to take a leading role in public discourse.

In a special rapid-response initiative coordinated with USAID, we mobilized our resources to award small, election-focused grants to 12 CSOs in the West Bank and Gaza Strip in December 2004. We also signed a major simplified grant focused on elections. These achievements can be attributed to the flexible, pragmatic, and integrated approach we have used in managing the project, as well as the intensive and coordinated efforts of our team.

C. Supporting the Role of CSOs Through Grant-Making and Related Management

Grants to CSOs draw upon a \$16.4-million “pass-through” fund (CLIN 2). Within the context of ADS and 22 CFR 226, Tamkeen used two grant-making tiers in 2004: fixed-obligation grants (FOGs) and simplified grants.

While both tiers share some common characteristics and management requirements, each requires management skills unique to itself. For example, simplified grants use a milestone-tranche reimbursement funding mechanism while FOGs use a fixed-price deliverable mechanism. Simplified grants can be issued for up to \$150,000 and a maximum duration of

18 months, and must be approved by the Tamkeen Grants Committee. FOGs can be issued for values up to \$25,000 and are usually completed in two to three months.

Using these two tiers, Tamkeen's 2004 work plan calls for issuing grants to Palestinian CSOs for four basic types of projects and/or capacity-building efforts:

- Democracy and governance (D&G) initiatives
- Services combined with D&G activities
- Renewal of successful projects
- Support to nascent CSOs through small grants

C1. Status of Grant Awards

Since its inception in September 2000, Tamkeen has awarded simplified grants in D&G and four other USAID sectors—health, education, water and the environment, and economic development—with a D&G component. In the fourth quarter of 2004, we awarded 10 simplified grants worth \$912,117 and issued 30 FOGs valued at \$296,669.

This brings the total value of all grants (170 simplified and 142 FOGs) issued by Tamkeen to more than \$15.3 million, or 93 percent of the total funds allocated for grant-making over the life of the project. Grant awards as of the end of December 2004 are summarized in Exhibit II-1 below.

Exhibit II-1. Grant Awards From September 2000 Through December 2004

	Year 1 Grants	Year 2 Grants	Year 3 Grants	Year 4 Grants	Total Grants Awarded
Simplified Grants	44 grants worth \$3,287,317	55 grants worth \$4,439,708	18 grants worth \$1,494,283	53 grants worth \$4,962,177	170 grants worth \$14,183,486
FOGs	22 grants worth \$63,848	35 grants worth \$309,233	18 grants worth \$114,000	67 grants worth \$658,226	142 grants worth \$1,145,308
Totals	66 grants worth \$3,351,771	90 grants worth \$4,748,942	36 grants worth \$1,608,283	120 grants worth \$5,620,403	312 grants worth \$15,328,795

In addition to these awards, Tamkeen has eight simplified grant applications in the pipeline worth a combined \$720,417. Once they are approved by the Grants Committee in early 2005, the total value of all grants issued by Tamkeen will be over \$16 million, or 98 percent of the total grant budget.

It should be noted that despite the challenges faced by the project, including the continuing ramifications of the USAID-mandated ATC, the total value of grants awarded by Tamkeen in the fourth year—over \$5.6 million—is the highest since the inception of the project.

C2. Target Grant Awards for Year 4

Exhibit II-2 below summarizes the progress of Tamkeen's grant-making program over the course of the year versus projections in the 2004 work plan. At this rate, Tamkeen plans to obligate most of its remaining grant funds in the first quarter of 2005, with just over \$250,000 remaining to implement new initiatives. Our 2005 work plan covers our plans for the

remaining funds, as well as additional initiatives to be conducted if USAID provides additional grant funds.

Exhibit II-2. Grant Awards Planned and Actualized in 2004

Grant Type	Planned for 2004		Actual for 2004	
	Number	Value	Number	Value
Simplified grants under D&G solicitations	14	\$1.7 million	11	\$1.15 million
Simplified grants under the APS	26	\$2.5 million	20	\$1.77 million
Renewed simplified grants	19	\$1.75 million	22	\$2 million
Programmatic FOGs	15	\$300,000	24	\$397,000
IT FOGs	20	\$50,000	43	\$261,000
Total	89	\$6.3 million	120	\$5.6 million

Taking into account the eight simplified grants that are in the pipeline—worth a combined \$720,417—we will slightly exceed our grant-making objectives under the 2004 work plan.

C2a. Continued Focus on D&G Activities

In the fourth quarter, Tamkeen awarded one pure D&G grant worth close to \$132,000 focused on building the awareness of women and youths on the electoral process. This brings the total value of the 11 pure D&G grants issued throughout the year to \$1.15 million.

An additional D&G grant worth approximately \$105,000 is currently in the pipeline. We also issued 12 programmatic FOGs to support CSO election efforts. Once the simplified grant under development is approved by the Grants Committee in the first quarter of 2005, the total value of grants in the D&G category will reach \$1.4 million. Our work plan anticipated the issuance of 14 D&G simplified grants valued at approximately \$1.7 million during the year, which we modified to 11 grants in the second quarterly progress report.

It is important to note that this category was the most seriously affected by the ATC issue, with a number of CSOs withdrawing applications in development or already approved by the Grants Committee after a PLC decision asking CSOs not to sign the certificate.

We partly compensated for the shortfall in the D&G category by issuing a solicitation under our APS program in August 2004. Though the solicitation was initially designed to generate applications that combined service delivery with a D&G component, Tamkeen encouraged CSOs to respond with D&G-focused activities as well.

C2b. Responding to Practical Needs for Services (APS)

The second major thrust of Tamkeen's grants program encourages CSOs to propose activities that combine basic service provision with a major D&G component usually focusing on addressing a relevant sectoral policy. While working on these applications was time-consuming due to the limited capacity of the targeted CSOs, it has also proved to be extremely rewarding. Many of these small CSOs have begun to look beyond mere service provision, internalizing the policy and advocacy focus they learned from Tamkeen and applying it to projects funded by other donors. Bani Naim Charitable Society is a case in

point. The organization has begun to incorporate policy dimensions in its non-Tamkeen activities and to participate in the electoral process, which had never been part of its programs.

In the fourth quarter, we awarded three new grants worth \$284,070 in response to previous APS solicitations. This brings the total number of 2004 grants in this category to 20, for a combined value of \$1.77 million. Seven additional grant proposals, worth approximately \$615,417, will be submitted to the Grants Committee in the first quarter of 2005. Once approved, this will bring the total number of grants in this category to 27 at a combined value of \$2.4 million, which is slightly below our work plan target of 26 grants worth a total of \$2.5 million.

It should be noted that more than half of the CSOs responding to the APS solicitations lacked the institutional capacity necessary to develop and implement simplified grants, although they had good and responsive program concepts. We are working with many of these CSOs to develop smaller, programmatic FOGs that are more manageable (see C2d).

C2c. Renewing Successfully Completed and Technically Responsive Projects

In the fourth quarter, Tamkeen renewed six of the most successful simplified grants worth a total value of \$496,113. With the 16 grants renewed in the previous three quarters, the total value of grants renewed in 2004 is more than \$2 million, which is almost \$297,000 higher than the \$1.75 million anticipated in the work plan. With an increase in the number of FOGs, the higher number of renewals will partially compensate for the shortfall in the number of grants issued in response to D&G solicitations and the two APS solicitations.

C2d. Responding to the Needs of Nascent/Marginalized CSOs (Programmatic FOGs)

Tamkeen's 2004 work plan calls for expanding the use of FOGs for small, focused programmatic efforts. In the reporting period, we awarded 15 programmatic FOGs worth a combined \$215,107, bringing the total value of all programmatic FOGs awarded in 2004 to \$397,226 (24 grants). This is \$97,226 or 32 percent higher than the \$300,000 target in our work plan.

The need for these grants became more apparent as we worked with CSOs responding to the three APS solicitations we issued. As mentioned above, many of these organizations conduct valuable work but have weak financial, administrative, and technical capacity, making large grants impossible to manage. As a result, Tamkeen helped them develop smaller, programmatic FOGs, which we will continue to do throughout the first half of 2005.

Furthermore, recent political developments in the aftermath of Yaser Arafat's death prompted Tamkeen to quickly mobilize its resources and award 12 election-focused programmatic FOGs worth a total of \$149,199.

Throughout the quarter, Tamkeen also continued to use the FOG mechanism to increase the IT capacity of targeted CSOs. To date, we have issued 43 FOGs for IT equipment, accounting software, and related training, with a total value of \$261,000, exceeding our initial budget for this type of grant by approximately \$11,000.

C3. Monitoring Grant Program Work Flow

Tamkeen is committed to issuing all remaining grants under its current contract in the first half of 2005. The remaining funds are programmed under our 2005 work plan for use in FOG grants, mostly related to election activities. The draft work plan also makes allowances for the potential allocation of up to \$1 million in additional grant funds from USAID. Exhibit II-3 below summarizes grants awarded and maturation in 2005.

Exhibit II-3. Grant Issuance and Management: Year 2004 Actuals

	Q1	Q2	Q3	Q4	Totals	Total Value
CURRENT PORTFOLIO						
Simplified grants in force as of January 1, 2004: 40 valued at \$3,679,628						
<i>Simplified grants ending in 2004</i>	-12	-6	-3	-22	-43	
SIMPLIFIED AWARDS						
New simplified (D&G)	4	2	4	1	11	\$1,148,521
New simplified (APS)	8	3	6	3	20	\$1,766,903.50
New simplified (renewals)	7	4	5	6	22	\$2,046,753
Total Simplified Grants by Quarter	47	50	62	50		
<i>Average Simplified load per CSS</i>	6	6	8	8		
FIXED-OBLIGATION GRANTS (FOGS)						
Programmatic FOGs	2	3	4	15	24	\$397,226
IT FOGs	4	12	12	15	43	\$261,000.11
Total FOGs	6	15	16	30	67	\$658,226.11

As stated in our work plan, the average management load of six to eight simplified grants per CSS is in line with past Tamkeen experience, as well as the project's initial estimates for grant load per staff member. It should be noted that the responsibilities of the CSS team extend well beyond grant-making and oversight into other areas of project activities, particularly participation in all our capacity-building initiatives.

C4. Management Aspects of Grant-Making

In 2004, Tamkeen reemphasized its commitment to strengthening its grants management systems, including the audit program, budget development and implementation assistance to CSOs, and implementation of pre-award surveys and financial oversight procedures.

C4a. Improving Procedures for Grant Awards and Monitoring

Pre-award capacity assessments. In previous quarters, we reported the creation of a team bringing together CSSs, CSOs, and the financial and administration team to conduct a strict regimen of pre-award capacity assessments on each new CSO as it develops its grant proposal. In the fourth quarter, Tamkeen conducted three such assessments (two in the West Bank and one in Gaza), shedding light on the status of the applicants' financial and administrative systems at the onset of the proposal development process.

Pre-Award Capacity Assessments

Gaza: 1 visits to 1 CSO
West Bank: 2 visits to 2 CSOs

Spot-Checks

Gaza: 11 visits to 9 CSOs
West Bank: 5 visits to 5 CSOs

The results of these assessments are shared with the CSOs and captured in a compliance matrix used to track all points of contact, describe findings, and report progress made by the applicants. The pre-award assessment tool has allowed us to provide quick, targeted capacity-building assistance to partner CSOs and to anticipate potential financial issues.

Financial spot-checks. Tamkeen continued its series of announced and unannounced spot-checks during the quarter. Spot-checks entail a thorough review of the CSO's financial practices, including a look into the process of booking transactions, the quality and accuracy of supporting documentation for each transaction, compliance with prevailing laws and regulations, and adherence to the grant financial summary plan and approved budget.

The spot-checks complement—and are often coordinated with—periodic CSS site visits as a means of strengthening grant implementation oversight. They are also an important capacity-building exercise for our grantee CSOs. Cooperation between CSS and finance staff during spot-check visits proved valuable this quarter, allowing us to pinpoint financial irregularities in time to curtail grant activities without serious outlay of grant funds.

Working together, Tamkeen Senior Financial Officer Fairuz Ghanayem and CSSs Waddah Abdessalam and Iyad Qadi identified irregularities in the financial records of two CSOs. Tamkeen promptly intervened to suspend the grants until corrective measures were taken and carried out final voucher reviews as required. This type of interaction between the CSSs and the financial team has helped us respond more effectively to financial issues. It has also reinforced the message that partner CSOs should be more proactive in bringing potential issues to our attention, asking for guidance when in doubt, and extending improved financial practices to their work with other donors.

Audits. The Tamkeen audit program continued throughout the fourth quarter. Early in the quarter, we provided USAID with a comprehensive update of all audits completed in 2004. Most audits begun in the third and fourth quarters have been completed, with only two outstanding and due to be finalized in early 2005.

C4b. Strengthening Staff Ability to Support CSOs in Financial Management

In previous quarters, Tamkeen's finance and administrative staff provided training to the CSS team on the revised cost proposal budgeting template. In the fourth quarter, the project continued universal usage of the budget template, which facilitated the timely and accurate review of the financial portion of grant applications.

D. Supporting the Role of CSOs Through Capacity Building and Technical Assistance

As previously noted, grant-making is only one part of Tamkeen's integrated approach to boosting CSO participation in public discourse. Capacity building and technical assistance are also of paramount importance. In the fourth quarter, Tamkeen launched major new initiatives to coincide with the announcement of local and presidential elections. These initiatives, a major and unexpected undertaking, are described in subsection D1 below.

Throughout the year, political, security, and logistical concerns prompted us to review the structure and timing of our capacity-building interventions. Severe restrictions on travel to and from Gaza were—and continue to be—a major consideration. USAID prohibits expatriate personnel from entering Gaza, and Gaza-based CSO staff have great difficulty

traveling to the West Bank or a third country. These issues have affected implementation of several work plan tasks and prompted the redesign of others, especially the advanced training best practices program (see D4).

In addition, the timing of some capacity-building initiatives is also constantly reviewed to account for the high number of training opportunities available to CSO representatives, many of whom attend more than one Tamkeen-sponsored program.

D1. Building CSO Capacity in Voter Education and Election Observation

The political opening presented by the death of Yaser Arafat offered a unique opportunity for CSOs to play a central role in the electoral process as Palestinians prepared to hold several rounds of elections. Tamkeen rapidly seized the opportunity, approving election-related grants in record time and designing an election observation capacity-building program for CSOs eager to become involved in the emergence of democracy in Palestine.

The initiatives allowed CSOs to play a central role in voter education and election observation missions during the first round of municipal elections in the West Bank, held in late December. Similar activities are planned for 2005 ahead of the January 9 presidential vote, the parliamentary elections scheduled for July, and several rounds of municipal elections in both the West Bank and Gaza.

Creating capacity for election observation. Tamkeen commissioned the services of two international experts and four Palestinian consultants to develop a comprehensive training-of-trainers program on how to organize and manage election observation efforts, including how to recruit and train volunteer observers. In coordination with more than two dozen Palestinian organizations, Tamkeen delivered three, two-day workshops in Nablus, Ramallah, and Bethlehem from December 12 through December 18, followed by two training programs in Gaza the following week.

In all, 118 representatives from more than 60 CSOs participated in the training in the West Bank and the Gaza Strip. Due to the high level of interest, Tamkeen had to limit the number of participants from each CSO to ensure the workshops remained hands-on and interactive. Feedback was overwhelmingly positive. Participants particularly appreciated the election-day simulation activities, which make up about half of the workshop.

Training was led by two international consultants, Ken Morley, a political campaign manager and expert in non-partisan election monitoring, and Tim Russo, who has trained election observers from NGOs and political parties. They were assisted by three Palestinian consultants and Tamkeen CSSs Waddah Abdessalem, Farid Hamdan, Ziad Faraj, Jawad Abu Harb, and Majida Awashreh.

Drawing on what they learned from the training, 13 CSOs observed the first round of municipal elections in the West Bank on December 23. For example, Al Lod Charitable Society fielded close to 45 volunteer observers, many of them women and disabled persons.

Tamkeen has begun to follow up with participating CSOs to help improve observation efforts in the lead-up to the presidential vote on January 9, the first round of Gaza municipal elections scheduled for January 27, and the parliamentary elections slated for July 2005. These activities are described in our 2005 draft work plan. In the presidential election

scheduled for January 9, CSOs trained by Tamkeen are expected to train and field more than 1,000 observers in the West Bank and Gaza Strip. We will report on these achievements in the first quarter of 2005.

This program is helping to create a cadre of Palestinians able to extend professional election observation assistance to other organizations. CSOs engaged in election-related work are also establishing themselves as neutral watchdogs over the emerging democratic system.

Raising awareness of the electoral process and candidate positions. Complementing the election observation initiative, Tamkeen worked with West Bank CSOs to help them expand the focus of grant-funded activities to voter education ahead of the December 23 municipal elections. For example, two key partners—the Civic Forum Institute and the Arab Thought Forum—modified activities in a bid to increase citizen understanding of candidate positions and issues. The organizations organized townhall meetings and forums for citizens to learn about candidate positions and voting procedures.

To support these efforts, we also issued five small grants worth a combined \$64,456 to West Bank CSOs to help raise awareness of the municipal elections on December 23, and another grant to a West Bank CSO to conduct training of non-partisan observers in the Bethlehem area in the lead-up to the presidential vote. With the grants, CSOs organized close to 160 forums in more than 30 local councils, allowing citizens to meet political candidates and to form a more informed opinion of their positions.

As the quarter came to a close, Tamkeen issued five small grants valued at \$54,712 in the Gaza Strip to raise citizen awareness of election procedures and rules, as well as candidate positions. These grants are implementing a combination of voter awareness meetings and candidate debates/forums in all 10 districts slated for local elections on January 27. With another observer training grant for the Gaza Strip, the total value of grants issued in connection to the first round of local elections in the Gaza Strip was \$62,737.

One West Bank grant recipient, Juhoud for Community and Rural Development, a small CSO based in Birzeit, used grant funds to hold a series of “meet the candidate” forums and to hang posters informing citizens of election dates and locations. Similar activities were conducted by small to medium-sized organizations in Nablus, Bethlehem, and Hebron to raise voter awareness and participation in the elections. More grants of this nature are expected under the 2005 work plan.

Aside from raising voter awareness, these grants encourage CSOs to become involved in the election process, helping to establish them as non-partisan guardians of the democratic process in the eyes of the communities they serve. This type of work complements Tamkeen-funded activities in civic education and advocacy.

In addition to strengthening the role of CSOs in the democratization process, the activities themselves—townhall meetings, candidate forums, awareness campaigns, and election monitoring—have involved thousands of ordinary Palestinians, many from disadvantaged groups or marginalized areas, in the election process, a first-in-a-lifetime experience for most.

D2. Strengthening CSO Capacity to Design and Implement Grant Proposals

As noted in our 2004 work plan, audits of Tamkeen grants and pre-award surveys have revealed weaknesses in grant implementation on the part of some CSOs, particularly in relation to financial and administrative management. To address this, we provided capacity-building assistance related to grant proposal design and implementation throughout the year. These complement our efforts to strengthen procedures, oversight, and CSS training, as discussed in subsection C3.

One-on-one capacity building. Tamkeen's CSS team continues to be the primary mode of capacity-building assistance to grantee CSOs. Based on data from all closed grants, each grant application is reviewed and revised an average of 3.5 times. At each stage, the CSS team, with input from other Tamkeen staff, provides comments that strengthen the application before it is submitted to the Tamkeen Grants Committee. Grantees report that they learn valuable skills during this process, which they can then apply when seeking grants from other projects and donors.

"Getting to Grants" training. Getting to grants training was completed and reported upon earlier in the year.

Financial and administrative plans. As previously noted, Tamkeen continued its intensive program of pre-award capacity assessments for new CSOs and financial spot-checks for current grantees. The findings of each spot-check and assessment are documented in a report, which constitutes a financial and administrative improvement plan. The report outlines specific areas requiring intervention to redress weaknesses. Tamkeen then follows up with CSOs to verify that the recommendations are implemented, providing assistance and guidance as needed.

Financial system management and development workshops. In the fourth quarter, Tamkeen delivered a condensed version of the financial management systems workshop titled "Administrative and Financial Fundamentals and Beyond." Two iterations of the one-day course were held for partner CSOs in Gaza and the West Bank in early December. A total of 24 participants from 12 CSOs attended in Gaza City, and 14 participants from 8 CSOs attended in Ramallah.

Training was led by Senior Financial Officer Fairuz Ghanayem, Tamkeen Accountant Mahmoud Musleh, and Gaza Financial Analyst Osama Nabahin, with assistance from CSS Waddah Abdessalam, Gaza Office Manager Mohammed Al-Jaro, and Administrative Officer Widad Jarallah-Aref. The workshop covered a range of topics, from the principles governing cost allowability to proper support documentation and the audit process.

Tamkeen-designed accounting training for Gaza CSOs. Spot-checks and consultative visits with CSOs also revealed that many CSO accountants lack basic skills, especially in Gaza. To address this problem, we designed an intensive one-day training program covering basic accounting topics, including petty cash management, payroll and use of timesheets, monthly bank reconciliations, charts of account, and accounting software.

Senior Financial Officer Fairuz Ghanayem and Gaza Financial Analyst Osama Nabahin designed the program in 2004, primarily for Gaza CSOs. Mr. Nabahin delivered the training

in Gaza, while Ms. Ghanayem assisted via videoconference from Ramallah. Twelve participants from ten CSOs attended the six-hour workshop.

Financial management hardware and software. Tamkeen continued to provide accounting software packages to grantee CSOs in the fourth quarter. Throughout 2004, we provided a total of four accounting software packages worth a combined \$9,360. These packages include software, installation, maintenance, and training. On an as-needed basis, we will continue to award accounting software packages under the 2005 work plan.

D3. Increasing the IT Capacity of Grantee CSOs

IT FOG program. Tamkeen issued IT capacity-building grants worth more than \$115,000 to 12 CSOs in the fourth quarter. These grants bring the number of IT capacity-building FOGs issued in 2004 to 29, for a combined value of approximately \$179,000*—more than double our initial target of 20 grants worth \$50,000. Our team also conducted 14 IT needs assessments of grantee CSOs during the quarter.

IT planning workshops. Tamkeen provided three iterations of a one-day course on the basics of IT assessment and planning to 37 participants from 21 CSOs in Nablus, Ramallah, and Bethlehem. The curriculum was developed by two Palestinian consultants who held three iterations of the workshop in Gaza in the previous quarter. Due to travel restrictions, however, the Gaza-based team was unable to travel to the West Bank to deliver training there. Using the outline and materials developed in Gaza, short-term consultant Mustafa Dalal led the workshops in the West Bank in partnership with Tamkeen Senior IT Specialist Taher Nofal. Topics covered:

- Planning techniques for IT development in small- to medium-sized CSOs
- IT self-assessment for small- to medium-sized CSOs based on the Tamkeen assessment tool
- When, why, and how to engage external IT experts
- Best practices for procuring equipment and selecting training providers

“IT resource person” training. Tamkeen eliminated this task in the fourth quarter after several service providers advertised for similar courses, including Al Quds Open University. Depending on need, we may fund selected CSO staff members to attend these courses in 2005.

D4. Building Training Capacity

Registration of the Training Best Practices Committee. Marking a major achievement for the Palestinian training community, the Palestinian Authority granted official registration to the Training Best Practices Committee on October 1. The Committee, which is now officially recognized as an association of NGOs, was formed with assistance from Tamkeen in 2003 to help raise the quality of training management and delivery in the West Bank and Gaza. As reported previously, Tamkeen assisted with the creation of the committee during 2003 and 2004, and provided the services of a lawyer to help with the registration process.

* Accounting software grants are included here, as are several FOGs granted for the purchase of some non-IT equipment, like hearing aides.

Following registration, Committee members renewed their commitment to moving forward with implementation of a strategic plan they approved in early 2004, including the promulgation of bylaws and establishment of a board of directors. They will also continue to work with Tamkeen to extend implementation of the advanced training best practices program, a five-module course in training planning, management, and delivery developed by three Tamkeen-funded consultants: Elizabeth Boustagui-Logan, Tawfik Nassar, and Ala' Ghalayini. As the program moves forward, the Committee will take a leading role in delivering the course to a large cross-section of Palestinian CSOs. The curriculum consists of:

- Module 1: Needs assessment and planning training
- Module 2: Program design and materials development
- Module 3: Master training of trainers
- Module 4: Monitoring, evaluation, and quality assurance
- Module 5: Management of the training cycle

The Committee is a consortium of nine leading Palestinian training providers and university extension programs: Al-Quds Open University, An-Najah University, Bethlehem University, Birzeit University, Hebron University, the Islamic University of Gaza, Bisan Center for Research and Development, Ma'an Development Center, and Panorama.

Advanced training best practices training for West Bank and Gaza participants. In partnership with the Training Best Practices Committee, Tamkeen delivered the fourth module of the advanced training best practices course to 17 West Bank participants in the fourth quarter. The third module was completed by West Bank participants in the previous quarter.

Tamkeen planned to deliver similar iterations of the six-day modules to CSOs and training institutions in Gaza, but travel restrictions imposed on Palestinians and expatriate consultants made it impossible to hold the workshops there. As a result, our team made arrangements to deliver a combined version of the third and fourth modules in Cairo, Egypt. Seven Gaza participants and our Palestinian trainer traveled to Cairo on December 4 to attend the course. Four other participants were unable to attend due to lack of Egyptian visas and/or permission from the Israeli authorities to cross the Rafah border. USAID was instrumental in coordinating with the Israeli authorities for those participants who were able to make the trip.

Although the course was rated a success, the trainer and seven participants have been denied reentry into Gaza despite USAID intervention on their behalf. They are currently in Amman, Jordan, awaiting permission to return home. Their ordeal has placed a considerable burden on their families, their organizations, USAID, the U.S. Embassy, and Tamkeen, which is incurring the cost of their stay in Jordan. Tamkeen will continue to coordinate closely with USAID until the issue is resolved.

D5. Training in Advocacy Skills

Tamkeen completed all three phases of an advanced training program in advocacy skills and techniques for Palestinian CSOs during the third quarter. A full report on the training is found in our previous quarterly report.

In the fourth quarter, Tamkeen remained in contact with the participants in the “advocacy resource persons” and “advocacy fellows” programs, many of whom were using the skills

they learned for the benefit of their CSOs and the Palestinian community. For example, advocacy resource person Khaled Abu Alia is currently leading the Civic Forum Institute's efforts to advocate for a better election law, using skills he learned from the Tamkeen-funded training.

Similarly, Gaza-based advocacy resource person Iyad Al Krunz incorporated much of the information he learned into an advocacy training program for university students, implemented by the Palestinian Institute for Community Research and Training (Wattan) under a Tamkeen grant. We will continue to facilitate meetings of the participants in the advocacy training program, the "advocacy professional" group, during 2005.

D6. Targeted Training Programs in Response to CSO Needs

Tamkeen completed a draft of a study of the registration process for Palestinian NGOs, an initiative started during the third quarter. Designed as a follow-up to last year's examination of the registration process and related issues under the new NGO law, this study addresses the role and obligations of the NGO community in ensuring compliance with the NGO law and other applicable laws. It will provide specific steps that can be taken—by NGOs, the Palestinian Authority, donors, and others—to increase the percentage of NGOs registering under the law and complying with its provisions. Most importantly, the new study will deal with these issues in the wake of the Cabinet's acceptance of the long-awaited bylaws to the NGO law. Once finalized, the study will be shared with USAID.

D7. Determining Demand for Full Implementation of the PONAT

Tamkeen introduced the Participatory Organizational Needs Assessment Tool (PONAT) to more than 100 organizations during the quarter, including donors, CSOs, and service providers. The goal was to gauge their interest in using the tool and to identify areas in need of improvement.

Twenty representatives from international donors or donor-funded projects participated in the first roundtable, including CARE International, which has successfully used the PONAT to assess 12 CSOs. Others included the Welfare Consortium, the United Nations Development Programme, AMIDEAST, the USAID-funded Rafeed project, ACDI/VOCA, the Canada Fund, Catholic Relief Services, and the USAID-funded Maram project.

Tamkeen then presented the tool to approximately 75 CSO representatives in Nablus, Bethlehem, Ramallah, Jerusalem, and Gaza, followed by discussions with members of the Training Best Practices Committee.

Participants expressed an interest in the PONAT, describing it as valuable to Palestinian civil society and a powerful addition to their needs-assessment toolbox. Based on these discussions, Tamkeen designed a program to implement the PONAT on a wider scale and to address some of the CSO needs identified during the evaluation process. This program is included in our 2005 draft work plan.

The PONAT was developed by Tamkeen and two Palestinian consultants, and then tested on three CSOs in the West Bank and Gaza. The tool's general survey allows CSOs to evaluate their development and identify needs in five areas: program delivery, human resources, management, finance, and external relations. It also includes a "climate survey"—designed to

identify the perceptions, attitudes, and opinions of an organization's staff on various aspects of its internal systems, procedures, and culture—and a toolkit for conducting focus groups to evaluate external opinions about program delivery and other areas of CSO operations.

D8. Other Capacity-Building Initiatives

This section has presented some of our capacity-building initiatives. Others are integrated into the remainder of this quarterly report:

- Section III, “Communications and Outreach,” discusses training in media relations and communication skills for CSOs, and training for Palestinian journalists in investigative reporting techniques.
- Section IV, “Results Monitoring,” addresses training in performance monitoring for CSOs.

SECTION III

Communications and Outreach

A. Background and Objectives

Tamkeen's 2004 work plan lays out an ambitious plan for consolidating internal communication efforts and launching a new set of initiatives to increase the communication capacity of Palestinian CSOs. Our communication efforts have two overall objectives:

- Boost the capacity of Palestinian CSOs to communicate their goals, objectives, and successes to target populations and key groups, including the donor community, opinion leaders, and the media
- Increase transparency, understanding, and appreciation of Tamkeen's efforts among the project team, USAID, current and potential grantees, key stakeholders, and opinion leaders

Both objectives are integral to realizing Tamkeen's overall purpose of strengthening the role of CSOs in public discourse. The programming and communications team provides overall leadership to this component, but all activities are closely coordinated and a few are managed directly by other Tamkeen teams, particularly CSSs.

B. Increasing the Communication Capacities of Palestinian CSOs

Tamkeen initiated a series of workshops to teach CSO representatives basic media relations skills during the fourth quarter. It also supported the completion of a training program for Palestinian journalists implemented under a grant to a CSO. Other initiatives were reprioritized as the year progressed and both organizations and Tamkeen became preoccupied with upcoming elections.

B1. Increase Networking Between CSOs and the Media

Tamkeen did not hold a CSO-media roundtable in the fourth quarter. Two events were conducted earlier in the year, and we have included this initiative, the first of its kind in Palestine, in our 2005 draft work plan.

B2. Improve Media Relation Skills of CSOs

In the fourth quarter, Tamkeen launched a new capacity-building initiative to boost the media relations skills of partner CSOs. We delivered two iterations of a one-day workshop titled "Media Needs Assessment of Palestinian CSOs" in Ramallah and Nablus in late December. A total of 19 participants from 12 CSOs attended in Ramallah and 15 participants from 9 CSOs attended in Nablus. Three more iterations of the workshop will be delivered in Bethlehem and Gaza in early 2005.

Training was led by Palestinian short-term consultants—Alia Arasoughly, a sociologist and media development professional, and Abdul Nasser An-Najjar, a lecturer at Birzeit

University's Media Institute and editor of *Al-Ayyam* newspaper—with support from Tamkeen's communications specialist, Adnan Joulani.

Representing the first module of a comprehensive training program, the workshops covered the basics of media relations, with a focus on the local press and the relationship between the media and civil society, followed by an assessment of CSO needs. Subsequent modules on print, audiovisual, and electronic media relations skills will follow throughout 2005.

The need for media relations training for CSOs arose during a series of roundtable discussions with media and CSO representatives in the first half of 2004. Tamkeen noted that Palestinian CSOs generally lack a sophisticated understanding of media relations and basic techniques for using the media to attain broader communication, advocacy, and public awareness goals.

This need was reiterated in the opening sessions as participants recognized their weaknesses in this field. Several participants said their organizations had achieved important and newsworthy successes, but that they lacked the skills to effectively communicate those achievements.

B3. Improve Journalists' Ability to Cover the Democratic Process and CSO Activities

The Arab Thought Forum completed a Tamkeen-funded project aimed at improving the skills of Palestinian journalists. We also supported the final phase of the program by locating an experienced expatriate correspondent (a bureau chief for a major U.S. newspaper), who provided feedback on the reports drafted by the participants and shared his experience as an investigative reporter. He worked on a voluntary basis to avoid possible conflicts of interest.

The 20 participants were mainly young journalists with four to five years of experience. They learned how to produce investigative reports at international standards. In advance of the final phase, participants wrote practice stories. Topics included:

- NGO finances
- Honor crimes
- Women's salaries in the private sector
- Urban planning in Jenin
- Intellectual property rights
- Stolen vehicles
- Divorce

Most of these stories were published in major local newspapers, mostly the Arabic daily *Al Ayyam*, and English translations were provided to USAID.

B4. Improve CSO-Donor Relations

Tamkeen planned to conduct a series of workshops to introduce CSOs to donors in the fourth quarter. We reprogrammed this initiative when workloads increased and donor priorities shifted to preparations for the elections. We will reconsider this initiative in 2005, pending interest from both CSOs and donors.

B5. Improve Grantee-to-Grantee Relationships and Coordination

This conference was cancelled because travel restrictions made it impossible to gather a large number of CSO leaders in one location, especially to bring together representatives from the Gaza Strip and West Bank. We will reconsider this initiative in the context of a major conference proposed in our 2005 work plan to coincide with the last months of the project.

C. Increasing Awareness of Tamkeen and Its Benefits

Tamkeen continued to expand the amount and quality of information it distributes to external audiences about its own operations, as well as the benefits it is creating for the Palestinian people. Major targets of these activities include:

- Partner CSOs
- Other CSOs and influential persons in Palestine
- USAID officials
- Other international donors and projects
- Palestinian public
- Interested public outside Palestine

Aside from the initiatives outlined below, Tamkeen continued to provide information to support USAID's communications efforts.

C1. Maintain Tamkeen Website

Tamkeen continued to increase the content on its bilingual English/Arabic website (www.tamkeen.org). The English version of the site has received 5,453 hits (from outside the Tamkeen server) since it was launched in the fall of 2003, while the Arabic version has received 1,444 hits since its launch in April 2004. Tracking systems installed on the Web server estimate that approximately 685 of the hits on the Arabic site and 306 hits on the English site came from outside Palestine.

C2. Develop and Distribute Printed and Electronic Information on Tamkeen

Tamkeen expanded and improved its weekly newsletter on project and grantee activities, adding success stories and pictures. The newsletter is distributed every week to USAID, Tamkeen partners, and the Chemonics home office. The stories and activities are then posted on Tamkeen's website.

We also continued to distribute copies of the Tamkeen brochure, published earlier in the year in Arabic and English, to visitors to our offices and at all Tamkeen events. The brochure is also available on our website in Adobe Acrobat form.

C3. Increase Direct Communication with Major External Audiences

Tamkeen invited members of the International Donors Group, as well as representatives from a wide selection of other donor-funded projects and international NGOs, to a presentation and roundtable discussion on the PONAT during the fourth quarter. Twenty representatives attended, including CARE International, ACDI/VOCA, the Welfare Association (World-Bank funded), Friedrich Nauman Foundation (German), the United Nations Development

Programme, and the USAID-funded Maram project. Our efforts to expand use of the PONAT are addressed in Section II.

Tamkeen also planned and issued invitations to members of the International Donors Group for a meeting in the fourth quarter to discuss the implications of the Israeli withdrawal from the Gaza Strip with World Bank Country Director Nigel Roberts. Unfortunately, Mr. Roberts' busy schedule and several unexpected events in the fourth quarter forced us to cancel the event. We will reschedule the meeting in the first quarter of 2005.

For 2004, the International Donor's Group has 12 regular members, with others invited to special events such as the roundtable on the PONAT.

Tamkeen also continued to conduct bilateral meetings throughout the quarter with major players in the NGO community, government, international and local donor organizations, and others. These included:

- A series of roundtable discussions with more than 100 organizations to introduce them to the PONAT and gauge interest in this needs assessment tool. These meetings followed the roundtable for the International Donor's Group described above.
- A meeting with incoming USAID/West Bank and Gaza Mission Director Jim Bever to discuss Tamkeen's grant-making and capacity-building initiatives, democracy and governance issues, and political developments impacting the project.
- A meeting between Mr. Bever, Tamkeen, and CSO representatives from the West Bank on the role of CSOs in building democracy in Palestine and other issues. Gaza CSOs were unable to participate due to technical difficulties with the phone lines connecting the videoconference system.
- A series of bilateral meetings to coordinate work on elections and election observation, as well as for background information, with representatives from USAID, the CSO community, the Higher Commission for Local Elections, the Central Elections Commission, the PLC, the National Democratic Institute, the Organization for Security and Cooperation in Europe, representative offices, and others.
- Several meetings with key donor representatives and most partner CSOs to identify the priorities of the CSO community and available donor resources in preparation for the work plan.

SECTION IV

Results Monitoring

A. Background and Objectives

As noted at the beginning of this report, Tamkeen is dedicated to increasing the participation of Palestinian CSOs in public discourse. This focus is drawn directly from USAID's Strategic Objective 3, "more responsive and accountable governance," and IR 3.1, "increased participation of CSOs in public discourse." IR 3.1 has three sub-IRs: IR 3.1.1, "increased capacity of CSOs to participate in public discourse," IR 3.1.2, "CSOs effectively aggregate and articulate citizen issues," and IR 3.1.3, "CSOs effectively disseminate information to citizens on public issues."

Tamkeen uses two different methods to measure progress related to IR 3.1 and its sub-IRs. First, our impact assessment program provides qualitative analysis using the services of highly qualified international and Palestinian consultants. Second, in an effort to collect quantitative data on project successes, we collect quantitative data on all closed grants using the USAID-approved Performance Monitoring Plan (PMP).

In addition to monitoring its own work, Tamkeen is developing a capacity-building initiative to help CSOs improve their own performance monitoring techniques, a need identified in all the impact assessment studies conducted by the project to date. These initiatives are described in our 2005 draft work plan.

B. Analyze Results Generated by Tamkeen's Performance Monitoring Plan

Tamkeen submitted an analysis of PMP results for closed Year 1 and Year 2 grants to USAID during the third quarter. In the fourth quarter, we continued to collect data on all closed grants for inclusion in the PMP system.

C. Continue Impact Assessment Program

Civic education. Tamkeen encountered difficulties during the quarter implementing a study of civic education initiatives funded by the project. After working with two international consultants to develop a methodology for the study, conducting a series of meetings and roundtables to get preliminary feedback, and selecting an initial sampling of Tamkeen grants, we have been unable to engage a local institution to conduct the field portion of the research, as reported in the third quarter. At least two major survey research firms are currently excluded from consideration by outstanding financial issues with USAID and/or Tamkeen, and most other reputable institutions will not sign a fixed-price contract that includes controversial, but USAID-mandated, language prohibiting assistance to terrorist organizations. We will renew our efforts to locate a suitable survey research firm in the first quarter of 2005, as described in our 2005 draft work plan.

IT capacity building. After months of searching, Tamkeen located and engaged a Palestinian consultant to conduct an assessment of its IT capacity-building program. USAID approved the consultant and the scope of work at the end of the quarter. We will complete the study in the first quarter of 2005.

D. Increase the Performance Monitoring Capacity of CSOs

Tamkeen completed a modified design for two capacity-building initiatives in monitoring, evaluation, and impact assessment in the fourth quarter. These programs will be executed under our 2005 work plan.

SECTION V

Overall Management

A. Background and Management Requirements

A1. Staffing and Staff Development

Staffing. In the fourth quarter, the project saw the departure of four staff members. Director of Field Operations Mustafa Mar'i left Tamkeen to become chief of party of the new Supporting the Rule of Law project. While he has not been replaced, the current West Bank senior civil society specialist is taking a larger role in managing the remaining grants to be awarded in 2005 while maintaining his duties as manager of the entire CSS team.

Senior Financial Officer Fairuz Ghanayem moved to the United States. Recruitment for her replacement will take place early in the first quarter of 2005. Yazdan Al-Amawi and Taher Nofal also left for the United States to begin graduate studies under the prestigious USAID-funded Presidential Scholarship. Mr. Al-Amawi's replacement began working in the last quarter and Mr. Nofal's replacement, Muhannad Amareya, joined our team in late December. Mr. Amareya comes to Tamkeen from the USAID-funded PRIZIM project and has significant experience in IT systems management and maintenance.

In addition, Yusef Abu-Eljedian, director of the Gaza Office, returned from his leave in the United Kingdom, where he was pursuing graduate studies.

Staff development. In the fourth quarter, Tamkeen continued to encourage staff members to take a proactive role in their own professional development—for example by participating in Tamkeen's many capacity-building initiatives, even those outside their immediate job responsibilities. This approach not only promotes individual responsibility and ownership of professional growth, but is also helping our staff become a cadre of Palestinian professionals able to contribute to the development of their country long after the project ends.

A2. Office Administration and Logistical Support

Administrative systems, policies, and procedures. Throughout the fourth quarter, Tamkeen operated based on its established, and now streamlined, administrative and financial systems and procedures. We plan to update the project's financial projections and scenario analysis, completed in the third quarter by home-office Project Administrator Tara Thomas, early in the first quarter of 2005. These revised projections will enable us to carry out more accurate financial planning for new elections activities planned for the first half of 2005.

IT infrastructure. While our 2004 work plan called for several upgrades to our systems, further analysis of planned infrastructure improvements found no significant need for upgrades at this time, taking into consideration cost-effectiveness over the remainder of the project. However, we will conduct a limited project-wide IT hardware needs assessment early in 2005 to identify any urgent needs for new hardware.

A3. Improved Financial Management and Compliance With Contract Regulations

Contract and financial monitoring. In this quarter, and throughout 2004, we continued to increase cooperation and coordination with our partners in all areas, including general staff management, as well as programmatic direction and input into capacity-building initiatives. We also held a subcontractor meeting in the fourth quarter to discuss issues related to staffing and ways to capitalize on the unique capacities of each organization. Monitoring of the project's contractual and financial obligations continued throughout the quarter. As noted earlier, Ms. Thomas' supervisory visit assisted with this function.

Annual USAID audit. As USAID's annual audit of Tamkeen did not occur before the end of 2004, there was no activity in this area in the fourth quarter.

A4. Team Retreats

Tamkeen's annual retreat was completed in the third quarter.

B. Financial Management

B1. Continued Financial Monitoring of Contract Budget

Tamkeen worked closely with the Chemonics home-office project management unit throughout the year to manage and monitor expenditures within the realigned budget structure. These efforts will continue throughout 2005 and were emphasized during the home-office supervisory visit as well as the resulting budget and level-of-effort project analysis.

B2. Improved Financial Controls Over Grant-Making Activities

Tamkeen has instituted more formal systems for financial control and oversight to support adherence to the regulatory requirements of the USAID grants-under-contract mechanism, as well as strengthen our ability to provide comprehensive capacity-building support to partner CSO. These compliance elements and capacity-building activities are described in detail in Section II.

ANNEX A

Cumulative Grant Payments Report

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
01-01	BirZeit University Media Institute- BZMI	X		99,300.00	0.00	99,300.00	0.00
01-02	El-Amal Rehabilitation Society		X	99,073.45	2,673.45	99,073.45	0.00
01-03	Atfaluna Society for Deaf Children		X	100,773.45	2,673.45	100,773.45	0.00
01-04	International Palestinian Youth League- IPYL	X		48,188.45	2,673.45	48,188.45	0.00
01-05	Care for Children of Special Needs Society	X		21,172.00	0.00	21,172.00	0.00
01-06	Bisan Center for Research & Development	X		96,223.00	0.00	96,223.00	0.00
01-07	Total Contact Center for Rehabilitation of the Deaf	X		36,041.00	0.00	36,041.00	0.00
01-08	Ashtar for Theater Productions and Training	X		50,400.00	0.00	50,400.00	0.00
01-09	Center for Environmental and Occupational Health Sciences- BZU	X		90,082.30	3,030.30	90,082.00	0.30
01-10	Alpha International	X		81,975.00	0.00	81,975.00	0.00
01-11	Educational Network Center- EdNet	X		80,805.45	2,673.45	80,805.45	0.00
01-12	Palestinian Center for Public Opinion- PCPO	X		57,573.45	2,673.45	57,573.00	0.45
01-13	Cinema Production Center- CPC	X		93,300.00	0.00	93,300.00	0.00
01-14	National Central Committee for the Rehabilitation of Disabled	X		23,028.00	0.00	23,028.00	0.00
01-15	Economic Policy and Research Institute (MAS)	X		50,066.00	0.00	50,066.00	0.00
01-16	Al - Lod Charitable Society	X		67,070.00	0.00	67,070.00	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
01-17	Arab Center for Agricultural Development		X	63,780.00	0.00	63,780.00	0.00
01-18	Maghazi Community for Rehabilitation Society		X	86,330.00	0.00	86,330.00	0.00
01-19	Feckra for Educational Art		X	84,171.00	0.00	84,171.00	0.00
01-20	Palestinian Hypertension Association		X	51,905.45	2,673.45	51,905.45	0.00
01-21	El-Hanan Association for Mother and Child		X	94,850.00	0.00	94,850.00	0.00
01-22	Union of Agricultural Work Committees		X	58,360.00	0.00	58,360.00	0.00
01-23	The Palestinian Institute for Society Research and Training (Wattan)		X	43,223.45	2,673.45	43,223.45	0.00
01-24	Society of Physically Handicapped People / Gaza Strip		X	98,225.00	0.00	98,225.00	0.00
01-25	Islah Charitable Society	X		31,523.45	2,673.45	31,523.45	0.00
01-26	Palestine Save the Children Foundation		X	88,752.00	0.00	88,752.00	0.00
01-27	Center for Development in Primary Health Care - Al Quds University	X		89,122.30	3,030.30	89,122.30	0.00
01-28	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		100,000.00	0.00	100,000.00	0.00
01-29	Palestinian Federation of Industries (PFI)	X		2,673.45	2,673.45	2,673.45	0.00
01-30	General Union Of Agriculture Working Committees (GUAWC)		X	2,673.45	2,673.45	2,673.45	0.00
01-31	Technical Center For Agriculture Services (TCAS)	X		2,673.45	2,673.45	2,673.45	0.00
01-32	Palestinian Youth Council (PYC)	X		2,673.45	2,673.45	2,673.45	0.00
01-33	General Union Of Disabled Palestinians (GUDPAL)	X		2,673.45	2,673.45	2,673.45	0.00
01-34	Al-Amal Society For Handicapped Rehabilitation	X		2,673.45	2,673.45	2,673.45	0.00
01-35	Women's Empowerment Project (WEP)	X		2,673.45	2,673.45	2,673.45	0.00
01-36	Educational Network (EdNet)	X		2,673.45	2,673.45	2,673.45	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
01-37	Association of Engineers for the Gaza Governorates		X	2,673.45	2,673.45	2,673.45	0.00
01-38	Palestinian Hypertension Association (PHA)		X	1,918.65	1,918.65	1,918.65	0.00
01-39	The Palestinian Institute for Community Research & Training (Wattan Institute)		X	1,044.30	1,044.30	1,044.30	0.00
01-40	Local Committee for the Rehabilitation of Disabled	X		2,673.45	2,673.45	2,673.45	0.00
01-41	Association of Visually Impaired Graduates League		X	3,703.97	3,703.97	3,703.97	0.00
01-42	Attawfiq Fishermen Cooperative		X	3,078.25	3,078.25	3,078.25	0.00
01-43	Culture & Free Thought Association		X	2,673.45	2,673.45	2,673.45	0.00
01-44	El-Hanan Benevolent Association For Mother & Child		X	5,175.41	5,175.41	5,175.41	0.00
01-45	Feckra Association for Educational Art		X	2,937.35	2,937.35	2,937.35	0.00
01-46	National Center For Community Rehabilitation		X	4,199.35	4,199.35	4,199.35	0.00
01-47	Cinema Production Center	X		2,673.45	2,673.45	2,673.45	0.00
01-48	Association of Visually Impaired Graduates League		X	28,180.00	0.00	28,180.00	0.00
01-49	Culture and Free Thoughts Association		X	66,985.00	0.00	66,985.00	0.00
01-50	National Center for Community Rehabilitation (NCCR)		X	97,200.00	0.00	97,200.00	0.00
01-51	Palestine Avenir For Childhood Foundation		X	98,069.00	0.00	98,069.00	0.00
01-52	Atawfiq Fishermen Cooperative Society		X	47,420.00	0.00	47,420.00	0.00
01-53	Local Committee for Rehabilitation of Disabled	X		59,167.00	0.00	59,167.00	0.00
01-54	Center for Private Sector Development (CPSD)	X		74,128.80	0.00	74,128.80	0.00
01-55	Palestinian Food Industry Association - PFIA	X		2,673.45	2,673.45	2,673.45	0.00
01-56	Arab Thought Forum-ATF	X		82,538.00	0.00	82,538.00	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
01-57	Arab Thought Forum-ATF	X		82,477.00	0.00	82,477.00	0.00
01-58	Arab Thought Forum-ATF	X		82,538.00	0.00	82,538.00	0.00
01-59	Civic Forum Institute - CFI	X		92,935.00	0.00	92,935.00	0.00
01-60	Civic Forum Institute - CFI	X		96,557.00	0.00	96,557.00	0.00
01-61	Civic Forum Institute - CFI	X		97,592.00	0.00	97,592.00	0.00
01-62	Panorama - Center for the Dissemination of Democracy & Community Development	X		98,488.00	0.00	98,488.00	0.00
01-63	Panorama - Center for the Dissemination of Democracy & Community Development	X		99,247.00	0.00	99,247.00	0.00
01-64	Panorama - Center for the Dissemination of Democracy & Community Development	X		98,481.00	0.00	98,481.00	0.00
01-65	Care for Children of Special Needs Society	X		4,791.15	4,791.15	4,791.15	0.00
01-66	Maghazi Community for Rehabilitation Society		X	2,245.00	2,245.00	2,245.00	0.00
02-67	The Cooperative Development Unit - Agricultural Cooperative Union	X		30,299.00	0.00	30,299.00	0.00
02-68	Khuza'a Permaculture Center Association		X	93,437.00	0.00	93,437.00	0.00
02-69	Arab Center for Agricultural Development		X	3,967.00	3,967.00	3,967.00	0.00
02-70	The Palestinian Center for Micro Projects Development		X	70,800.00	0.00	70,800.00	0.00
02-71	Center for Private Sector Development (CPSD)	X		2,673.45	2,673.45	2,673.45	0.00
02-72	Civic Forum Institute	X		5,400.00	5,400.00	5,400.00	0.00
02-73	Palestinian Youth Council (PYC)	X		4,423.00	4,423.00	4,423.00	0.00
02-74	Palestinian Youth Council (PYC)	X		4,074.00	4,074.00	4,074.00	0.00
02-75	Bisan Center for Research & Development	X		2,340.00	2,340.00	2,340.00	0.00
02-76	Bisan Center for Research & Development	X		24,855.00	0.00	24,855.00	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
02-77	Ma'an Development Center	X		3,878.00	3,878.00	3,878.00	0.00
02-78	Ma'an Development Center	X		138,875.00	0.00	138,875.40	-0.40
02-79	The Palestinian Center for Micro-projects Development		X	3,910.65	3,910.65	3,910.65	0.00
02-80	Khuza'a Permaculture Center Association		X	4,910.64	4,910.64	4,910.64	0.00
02-81	El Tawfiq Fishermen Cooperative Society		X	13,761.00	0.00	13,761.00	0.00
02-82	Economic Policy and Research Institute (MAS)	X		107,717.00	0.00	101,146.00	6,571.00
02-83	Total Contact Center for Rehabilitation of the Deaf	X		42,065.00	0.00	42,065.00	0.00
02-84	El-Amal Rehabilitation Society		X	99,460.00	0.00	99,460.00	0.00
02-85	Feckra for Educational Art		X	85,660.00	0.00	85,660.00	0.00
02-86	Jabalia Rehabilitation Society		X	52,975.00	0.00	52,975.00	0.00
02-87	Palestine Avenir For Childhood Foundation		X	97,724.00	0.00	97,724.00	0.00
02-88	Palestinian Association for Relief and Development		X	37,049.00	0.00	37,049.00	0.00
02-89	Palestinian Hypertension Association		X	44,700.00	0.00	44,700.00	0.00
02-90	Women & Child Development Association		X	51,580.00	0.00	51,580.00	0.00
02-91	Community Training Center and Crisis Management		X	64,320.00	0.00	64,320.00	0.00
02-92	Arab Thought Forum (ATF)	X		25,000.00	0.00	25,000.00	0.00
02-93	Atfaluna Society for Deaf Children		X	95,212.00	0.00	95,212.00	0.00
02-94	Ma'an Development Center		X	96,086.00	0.00	96,086.00	0.00
02-95	International Palestinian Youth League- IPYL	X		68,543.00	0.00	68,543.00	0.00
02-96	Panorama- Center for the Dissemination of Democracy and Community Development	X		95,705.00	0.00	85,400.00	10,305.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
02-97	Panorama- Center for the Dissemination of Democracy and Community Development	X		96,281.00	0.00	96,281.00	0.00
02-98	Panorama- Center for the Dissemination of Democracy and Community Development	X		99,475.00	0.00	59,090.00	40,385.00
02-99	Bisan Center for Research & Development	X		97,019.00	0.00	68,590.00	28,429.00
02-100	The East Jerusalem YMCA and Vocational Training Center, Jericho	X		100,000.00	0.00	100,000.00	0.00
02-101	Civic Forum Institute	X		99,999.00	0.00	99,999.00	0.00
02-102	Civic Forum Institute	X		99,997.00	0.00	99,997.40	-0.40
02-103	Civic Forum Institute	X		99,999.80	0.00	99,998.40	1.40
02-104	Al Ma'mal Foundation for Contemporary Art	X		85,286.00	0.00	85,286.00	0.00
02-105	Palestine Save the Children Foundation		X	97,400.00	0.00	97,400.00	0.00
02-106	Maghazi Community Rehabilitation Society (MCRS)		X	90,155.00	0.00	90,155.00	0.00
02-107	The Palestinian Institute for Community Research and Training (Wattan)		X	50,610.00	0.00	50,610.00	0.00
02-108	Ma'an Development Center	X		107,336.00	0.00	107,336.00	0.00
02-109	Al Jalaa for Culture and Arts		X	95,913.00	0.00	95,913.00	0.00
02-110	El Karmel Cultural Association		X	51,400.00	0.00	51,400.00	0.00
02-111	Gaza Center for Rights and Law		X	47,680.00	0.00	47,680.00	0.00
02-112	Applied Research Institute (ARIJ) Jerusalem	X		132,412.00	0.00	94,580.00	37,832.00
02-113	Al-Lod Charitable Society	X		66,970.00	0.00	66,970.00	0.00
02-114	Care for Children of Special Needs Society (CCSNS)	X		45,604.00	0.00	45,604.00	0.00
02-115	Jerusalem Center for Women	X		99,749.00	0.00	78,174.00	21,575.00
02-116	Jabalia Rehabilitation Society		X	1,595.37	1,595.37	1,595.37	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
02-117	Atfaluna Society for Deaf Children		X	5,073.94	5,073.94	5,073.94	0.00
02-118	Palestinian Association for Relief and Development		X	5,407.56	5,407.56	5,407.56	0.00
02-119	Community Training Center and Crisis Management		X	5,716.32	5,716.32	5,716.32	0.00
02-120	Al Jalaa for Culture and Arts		X	4,244.25	4,244.25	4,244.25	0.00
02-121	Palestine Save the Children Foundation		X	4,216.17	4,216.17	4,216.17	0.00
02-122	Ma'an Development Center		X	17,720.80	17,720.80	17,720.80	0.00
02-123	El Karmel Cultural Association		X	6,762.00	6,762.00	6,762.00	0.00
02-124	Women and Child Development Association		X	6,502.57	6,502.57	6,502.57	0.00
02-125	Palestine Avenir For Childhood Foundation (PACF)		X	8,873.30	8,873.30	8,873.30	0.00
02-126	Gaza Center for Rights and Law		X	6,410.22	6,410.22	6,410.22	0.00
02-127	Maghazi Community Rehabilitation Society (MCRS)		X	5,721.30	5,721.30	5,721.30	0.00
02-128	Kalandia Camp Women's Handicraft Cooperative	X		100,000.00	0.00	100,000.00	0.00
02-129	Ma'an Development Center	X		4,691.70	4,691.70	4,691.70	0.00
02-130	Civic Forum Institute	X		2,632.50	2,632.50	2,632.50	0.00
02-131	Civic Forum Institute	X		14,005.00	14,005.00	14,005.00	0.00
02-132	Civic Forum Institute	X		4,329.00	4,329.00	4,329.00	0.00
02-133	Civic Forum Institute	X		22,970.00	0.00	22,970.00	0.00
02-134	Civic Forum Institute	X		18,135.37	0.00	18,135.37	0.00
02-135	Civic Forum Institute	X		16,093.00	0.00	16,093.00	0.00
02-136	Civic Forum Institute	X		1,173.70	0.00	1,173.70	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
02-137	Ma'an Development Center		X	21,118.50	21,118.50	21,118.50	0.00
02-138	Gaza Community Mental Health Program (GCMHP)		X	24,308.40	24,308.40	24,308.40	0.00
02-139	Al Ma'mal Foundation for Contemporary Art	X		2,340.00	2,340.00	2,340.00	0.00
02-140	The Palestinian Association for Legal Science		X	78,530.00	0.00	78,530.00	0.00
02-141	El Hanan Association for Mother and Child		X	54,047.00	0.00	54,047.00	0.00
02-142	Islamic University of Gaza		X	92,566.00	0.00	92,566.00	0.00
02-143	Arab Center for Agricultural Development		X	36,671.00	0.00	36,671.00	0.00
02-144	The Palestinian Institute for Community Research and Training (Wattan Institute)		X	50,725.00	0.00	50,725.00	0.00
02-145	Atfaluna Society for Deaf Children		X	98,050.00	0.00	98,050.00	0.00
02-146	Center for Private Sector Development (CPSD)	X		85,559.93	0.00	85,559.93	0.00
02-147	Center for Development in Primary Health Care (CDPHC)- Al-Quds University	X		92,530.00	0.00	48,254.25	44,275.75
02-148	Ashtar Theatre Productions and Training	X		85,829.13	0.00	85,829.00	0.13
02-149	Alpha International	X		92,170.00	0.00	92,170.00	0.00
02-150	Educational Network Center	X		82,545.00	0.00	82,545.00	0.00
02-151	Bisan Center for Research and Development	X		77,751.00	0.00	45,298.97	32,452.03
02-152	Arab Thought Forum (ATF)	X		99,412.00	0.00	99,412.00	0.00
02-153	Arab Thought Forum (ATF)	X		97,267.00	0.00	97,267.00	0.00
02-154	Arab Thought Forum (ATF)	X		98,644.00	0.00	98,644.00	0.00
02-155	Civic Forum Institute	X		0.00	0.00	0.00	0.00
02-156	Islah Charitable Society - Jericho	X		81,919.00	0.00	81,919.00	0.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
03-157	Palestinian Association for Legal Sciences		X	5,784.87	5,784.87	5,784.87	0.00
03-158	Feckra for Educational Art		X	860.85	860.85	860.85	0.00
03-159	The Palestinian Institute for Community Research & Training (Wattan Institute)		X	2,612.80	2,612.80	2,612.80	0.00
03-160	Arab Center for Agricultural Development		X	5,824.30	5,824.30	5,824.30	0.00
03-161	Ayyam AlMasrah		X	83,330.00	0.00	83,330.00	0.00
03-162	Culture and Free Thought Association		X	67,723.00	0.00	67,723.00	0.00
03-163	Arab Thought Forum	X		21,500.00	0.00	21,500.00	0.00
03-164	Al-Lod Charitable Society	X		2,340.00	2,340.00	2,340.00	0.00
03-165	Care for Children of Special Needs Society	X		2,000.70	2,001.00	2,001.00	-0.30
03-166	Educational Network Center	X		2,000.70	2,001.00	2,001.00	-0.30
03-167	Jerusalem Center for Women	X		4,399.20	4,399.20	4,399.20	0.00
03-168	El Hanan Benevolent Association for Mother and Child		X	272.80	272.80	272.80	0.00
03-169	Civic Forum Institute	X		7,134.60	0.00	7,134.60	0.00
03-170	Arab Thought Forum	X		4,680.00	4,680.00	4,680.00	0.00
03-171	Arab Center for Agricultural Development		X	4,032.00	0.00	4,032.00	0.00
03-172	Civic Forum Institute	X		4,691.70	4,691.70	4,691.70	0.00
03-173	Economic Policy and Research Institute (MAS)	X		2,340.00	0.00	0.00	2,340.00
03-174	Birzeit University Institute of Law	X		100,000.00	0.00	100,000.00	0.00
03-175	Culture and Free Thought Association		X	4,399.20	4,399.20	4,399.20	0.00
03-176	Gaza Center for Rights and Law		X	68,870.00	0.00	64,883.79	3,986.21

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
03-177	Atfaluna Society for Deaf Children		X	143,911.00	0.00	95,320.00	48,591.00
03-178	Media Institute- Birzeit University	X		50,840.00	0.00	50,840.00	0.00
03-179	Feckra Arts Institute		X	92,770.00	0.00	92,770.00	0.00
03-180	Gaza Center for Rights and Law		X	92,742.00	0.00	37,640.00	55,102.00
03-181	Al Lod Charitable Society	X		84,070.00	0.00	63,320.00	20,750.00
03-182	Khuzaa Permaculture Center Association		X	14,565.00	14,562.00	14,562.00	3.00
03-183	Arab Thought Forum	X		149,084.00	0.00	97,770.00	51,314.00
03-184	The Palestinian Poultry Council	X		22,915.00	0.00	22,915.00	0.00
03-185	Palestinian Polytechnic University	X		0.00	0.00	0.00	0.00
03-186	Total Communication Center for Teaching and Rehabilitation Deaf	X		24,562.00	0.00	24,469.00	93.00
03-187	Palestine Avenir for Childhood Foundation (PACF)		X	90,490.00	0.00	70,602.00	19,888.00
03-188	Palestinian Association for Relief and Development		X	58,107.00	0.00	58,107.00	0.00
03- 189	Palestine Save the Children Foundation		X	147,785.00	0.00	98,645.00	49,140.00
03- 190	Maghazi Community Rehabilitation Society		X	97,586.00	0.00	97,586.00	0.00
04- 191	Civic Forum Institute	X		110,180.00	0.00	96,178.10	14,001.90
03- 192	Khuzaa Permaculture Center Association		X	82,140.00	0.00	82,140.00	0.00
03-193	El- Karmel Cultural Association		X	29,685.00	0.00	29,685.00	0.00
03-194	Jabalia Rehabilitation Society		X	55,150.00	0.00	54,188.67	961.33
03-195	Feckra Arts Institute		X	3,144.00	3,144.00	3,144.00	0.00
04-196	Civic Forum Institute	X		106,824.00	0.00	90,643.00	16,181.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-197	Civic Forum Institute	X		107,495.00	0.00	93,792.60	13,702.40
04-198	Islamic University of Gaza (IUG)		X	104,752.00	0.00	75,793.00	28,959.00
04-199	Feckra Arts Institute		X	92,770.00	0.00	39,320.00	53,450.00
04-200	Society for Developing Palestinian Refugee Camps		X	53,405.00	0.00	53,405.00	0.00
04-201	Palestinian Institute for Community Research and Training (Wattan Institute)		X	62,020.00	0.00	40,230.00	21,790.00
04-202	The Palestinian Association for Legal Sciences		X	98,535.00	0.00	75,109.00	23,426.00
04-203	PCHRD for Human Resource Development		X	127,472.00	0.00	68,031.00	59,441.00
04-204	Arab Thought Forum	X		149,991.00	0.00	99,297.00	50,694.00
04-205	Arab Thought Forum	X		149,771.00	0.00	82,926.00	66,845.00
04-206	Al-Lod Charitable Society	X		47,785.00	0.00	24,655.00	23,130.00
04-207	Alpha International	X		58,051.00	0.00	36,769.00	21,282.00
04-208	Center for Private Sector Development (CPSD)	X		108,520.00	0.00	55,590.00	52,930.00
04-209	Local Committee for the Rehabilitation of Disabled / Jenin	X		45,425.00	0.00	9,470.00	35,955.00
04-210	Applied Research Institute (ARIJ) Jerusalem	X		3,919.50	3,919.50	3,919.50	0.00
04-211	Peace Center for Community Training and Research		X	14,238.00	0.00	14,238.00	0.00
04-212	International Center of Bethlehem	X		89,125.50	0.00	12,540.50	76,585.00
04-213	Bani Na'im Charitable Society	X		68,242.00	0.00	61,909.00	6,333.00
04-214	Palestine Save the Children Foundation		X	126,407.00	0.00	80,069.00	46,338.00
04-215	PCHRD for Human Resource Development		X	9,337.09	8,496.68	8,496.68	840.41
04-216	Society for Developing Palestinian Refugee Camps		X	5,265.22	5,182.83	5,182.83	82.39

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-217	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	X		149,724.00	0.00	36,221.00	113,503.00
04-218	El Wafa Medical Rehabilitation Hospital		X	107,640.00	0.00	49,500.00	58,140.00
04-219	Palestinian Center for Helping Resolve Community Disputes (PCHRCO)	x		17,071.00	0.00	17,071.00	0.00
04-220	Palestinian Institute for Community Research and Training (Wattan Institute)		X	2,350.00	2,350.00	2,350.00	0.00
04-221	The Palestinian Association for Legal Sciences		X	500.00	500.00	500.00	0.00
04-222	Women and Child Development Association		X	79,410.00	0.00	37,752.00	41,658.00
04-223	El Amal Rehabilitation Society		X	77,020.00	0.00	30,630.00	46,390.00
04-224	Atfaluna Society for Deaf Children		X	24,580.00	24,580.00	24,580.00	0.00
04-225	El Wafa Medical Rehabilitation Hospital		X	2,106.66	2,106.66	2,106.66	0.00
04-226	Palestinian Center for Helping Resolve Community Disputes (PCHRCO)	X		5,022.00	5,022.00	5,022.00	0.00
04-227	Arab Thought Forum	X		6,449.00	6,449.00	6,449.00	0.00
04-228	Al-Lod Charitable Society	X		5,014.00	4,864.00	4,864.00	150.00
04-229	Center for Private Sector Development (CPSD)	X		833.00	833.00	833.00	0.00
04-230	Bani Na'im Charitable Society	X		7,549.00	7,549.00	7,549.00	0.00
04-231	The Palestinian Association for Legal Sciences		X	105,198.00	0.00	10,410.00	94,788.00
04-232	Palestinian Institute for Community Research and Training (Wattan Institute)		X	86,136.00	0.00	29,664.00	56,472.00
04-233	El Wedad Association for Social Rehabilitation		X	42,900.00	0.00	12,215.00	30,685.00
04-234	Water & Environmental Development Organization (WEDO)	X		2,340.00	2,340.00	2,340.00	0.00
04-235	Al-Mawrid Teacher Development Center	X		132,103.00	0.00	44,278.00	87,825.00
04-236	Water & Environmental Development Organization (WEDO)	X		118,523.00	0.00	1,955.00	116,568.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-237	Al Ma'mal Foundation for Contemporary Art	X		122,628.00	0.00	0.00	122,628.00
04-238	Kalandia Camp Women's Handicraft Cooperative	X		141,685.00	0.00	14,621.00	127,064.00
04-239	Civic Forum Institute	X		3,221.00	410.00	410.00	2,811.00
04-240	Palestine Save the Children Foundation		X	5,419.00	5,269.00	5,269.00	150.00
04-241	El Wafa Medical Rehabilitation Hospital		X	6,451.00	6,451.00	6,451.00	0.00
04-242	Al-Ataa' Benevolent Association for Women and Child		X	24,900.00	0.00	24,900.00	0.00
04-243	Peace Center for Community Training and Research		X	21,385.00	0.00	20,173.00	1,212.00
04-244	Juhoud for Community and Rural Development	X		23,394.00	0.00	23,294.00	100.00
04-245	Holom Cultural and Palestinian Folklore Revival Association		X	15,595.00	0.00	4,276.00	11,319.00
04-246	Khuza'a Permaculture Center Association		X	2,340.00	2,340.00	2,340.00	0.00
04-247	Palestinian Association for Relief and Development		X	2,340.00	2,340.00	2,340.00	0.00
04-248	PCHRD for Human Resource Development		X	2,340.00	2,340.00	2,340.00	0.00
04-249	Society for Developing Palestinian Refugee Camps		X	1,000.00	1,000.00	1,000.00	0.00
04-250	Union of Social Workers & Psychologists	X		135,091.00	0.00	19,045.00	116,046.00
04-251	Building and Construction Research Center	X		142,270.00	0.00	10,240.00	132,030.00
04-252	Palestinian Commission for Refugee Right Protection		X	17,798.00	0.00	17,798.00	0.00
04-253	Palestinian Center for Human Resource Development (PCHRD)		X	94,795.00	0.00	29,415.00	65,380.00
04-254	Palestinian Association for Human Rights Education and Democracy		X	63,450.00	0.00	18,563.00	44,887.00
04-255	Al Salah Islamic Association		X	83,790.00	0.00	52,895.00	30,895.00
04-256	Association of Visually Impaired Graduates League		X	36,094.00	0.00	8,214.00	27,880.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-257	Al Sharq Center for Community Mental Health		X	55,558.00	0.00	36,318.00	19,240.00
04-258	Society for Developing Palestinian Refugee Camps		X	86,678.00	0.00	35,604.00	51,074.00
04-259	Young Artists Forum	X		24,823.00	0.00	24,823.00	0.00
04-260	Al Mawrid Teacher Development Center	X		4,088.00	4,095.00	4,095.00	-7.00
04-261	Palestinian Youth Association for Leadership and Rights Activation (PYALARA)	X		5,811.00	5,811.00	5,811.00	0.00
04-262	El Amal Rehabilitation Society - Rafah		X	12,750.00	12,750.00	12,750.00	0.00
04-263	Jabalia Rehabilitation Society		X	17,550.00	17,550.00	17,550.00	0.00
04-264	Al Ma'mal Foundation for Contemporary Art	X		10,395.90	10,465.00	10,465.00	-69.10
04-265	Local Committee for the Rehabilitation of Disabled / Jenin	X		10,869.00	0.00	0.00	10,869.00
04-266	Palestinian Union of Social Workers & Psychologists	X		11,379.00	11,379.00	11,379.00	0.00
04-268	Family Defense Society (FDS)	X		51,026.00	0.00	1,554.00	49,472.00
04-269	Civic Forum Institute	X		93,212.00	0.00	0.00	93,212.00
04-270	Civic Forum Institute	X		93,212.00	0.00	0.00	93,212.00
04-271	Civic Forum Institute	X		93,212.00	0.00	0.00	93,212.00
04-272	Khuza'a Permaculture Center Association		x	78,035.00	0.00	3,920.00	74,115.00
04-273	Maghazi Community Rehabilitation Society (MCRS)		X	73,900.00	0.00	0.00	73,900.00
04-274	Building and Construction Research Center	X		12,503.00	12,503.00	12,503.00	0.00
04-275	Water & Environmental Development Organization (WEDO)	X		6,661.00	6,511.00	6,511.00	150.00
04-276	Al Sharq Center for Community Mental Health		X	4,351.00	1,550.00	1,550.00	2,801.00
04-277	Al Salah Islamic Association		X	10,790.74	9,093.74	9,093.74	1,697.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-278	Palestinian Association For Legal Sciences		X	5,757.00	5,607.00	5,607.00	150.00
04-279	Society for Developing Palestinian Refugee Camps		X	4,718.00	4,718.00	4,718.00	0.00
04-280	El Amal Rehabilitation Society - Rafah		X	3,457.00	1,960.00	1,960.00	1,497.00
04-281	El Wedad Association for Social Rehabilitation		X	6,041.00	6,041.00	6,041.00	0.00
04-282	Palestinian Association for Human Rights Education and Democracy		X	4,771.00	4,771.00	4,771.00	0.00
04-283	El Ataa' Benevolent Association for Woman & Child		X	1,497.00	0.00	0.00	1,497.00
04-284	Juhoud for Community and Rural Development	X		6,884.00	4,544.00	4,544.00	2,340.00
04-285	International Center of Bethlehem	X		2,811.00	0.00	0.00	2,811.00
04-286	Family Defense Society (FDS)	X		4,451.00	0.00	0.00	4,451.00
04-287	CDPHC - Al Quds University	X		81,497.00	0.00	0.00	81,497.00
04-288	Al Mawrid Teacher Development Center	X		149,266.00	0.00	0.00	149,266.00
04-289	Civic Forum Institute	X		131,934.00	0.00	0.00	131,934.00
04-290	Palestine Avenir for Childhood Foundation (PACF)		X	73,330.00	0.00	0.00	73,330.00
04-291	Jabalia Rehabilitation Society		X	48,140.00	0.00	0.00	48,140.00
04-292	Community Services & Continuing Education Deanship (CSCED)		X	113,601.00	0.00	0.00	113,601.00
04-293	Right to Live Society for Children with Down's Syndrome		X	77,860.00	0.00	0.00	77,860.00
04-294	Palestinian Association For Legal Sciences		X	101,996.00	0.00	0.00	101,996.00
04-295	Palestinian Association for Human Rights Education and Democracy		X	56,944.00	0.00	0.00	56,944.00
04-296	Society for Developing Palestinian Refugee Camps		X	77,549.00	0.00	0.00	77,549.00
04-297	PCHRD for Human Resource Development		X	5,347.00	0.00	0.00	5,347.00
04-298	Association of Visually Impaired Graduates League		X	6,597.00	0.00	0.00	6,597.00

Grant#	CSO Name	WB	GZ	Total Budget	Computer	Total Payments	Balance
04-299	Juhoud for Community and Rural Development	X		11,825.00	0.00	0.00	11,825.00
04-300	Arab Thought Forum	X		22,403.00	0.00	0.00	22,403.00
04-301	Palestinian Center for Helping Resolve Community Disputes (PCHRCD)	X		10,013.00	0.00	0.00	10,013.00
04-302	Al Lod Charitable Society	X		12,550.00	0.00	0.00	12,550.00
04-303	Local Committee for the Rehabilitation of Disabled / Jenin	X		8,665.00	0.00	0.00	8,665.00
04-304	Al Hares Center for Research & Media	X		21,006.00	0.00	0.00	21,006.00
04-305	Palestinian Commission for Refugee Rights Protection		X	19,840.00	0.00	0.00	19,840.00
04-306	Al Salah Islamic Association		X	24,555.00	0.00	0.00	24,555.00
04-307	Community Training Center and Crisis Management		X	21,513.00	0.00	0.00	21,513.00
04-308	Palestinian Commission for Refugee Right Protection		X	8,900.00	0.00	0.00	8,900.00
04-309	Palestinian Association For Legal Sciences		X	8,025.00	0.00	0.00	8,025.00
04-310	Peace Center for Community Training and Research		X	10,104.00	0.00	0.00	10,104.00
04-311	Society for Developing Palestinian Refugee Camps		X	11,719.00	0.00	0.00	11,719.00
04-312	Human Development Association		X	10,104.00	0.00	0.00	10,104.00
04-313	Palestinian Association for Human Rights Education and Democracy		X	13,885.00	0.00	0.00	13,885.00
	TOTAL US DOLLARS			\$15,328,795.18	\$549,807.25	\$11,199,461.98	\$4,129,333.20